

~~CONFIDENTIAL~~

1. The personnel function is basically and fundamentally a service function and it is my desire, and I will make certain through continued efforts that all of my personnel understand that the mission of the Office of Personnel is to provide service to operating components. We are endeavoring to improve the service we provide by the most expeditious movement of personnel within the Agency in terms of their qualifications and existing vacancies, and in terms of filling vacancies through placement of individuals from outside the Agency where necessary. We have also taken steps to move Placement Officers closer to operating personnel in order that they will be able to provide personnel advice and assistance to operating officials in their day-to-day operations. We anticipate that in the majority of cases we will be able to complete PUD action much earlier in the process. In our efforts to provide the best service possible, it must always be understood that our service is limited to the framework of Agency Personnel Policy, and applicable Federal laws.

3. Present plans are that a qualified Personnel Officer will be assigned for a thirty month period to the T/O of the Office of Training. The following subjects from a PUD point of view could be covered in a supervisory training course:

- a. The importance of the development and use of qualification standards.
 - b. Responsibilities concerning personnel requirements.
 - c. Interviewing of candidates and final selection.
 - d. Orientation and job indoctrination.
 - e. Guidance and "on the job" evaluation including the execution of Fitness Reports.
 - f. Factors to be considered in the assignment and utilization of employees including promotion reassignment, training and career development.
 - g. Approved method of dealing with marginal and unsatisfactory employees.
4. a. It is now a generally accepted principle that an individual who completes a field assignment will be appropriately reassigned upon the satisfactory completion of his overseas tour of duty. The effective implementation of this policy requires that the reassignment of

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

field personnel be carefully planned and finally determined, if possible, before the expiration of their tours of duty in the field. Such pre-planning must be based on the very close cooperation of operating officials with Career Management and Personnel Officers.

- b. The Career Service elements servicing the DD/P maintain returnee rosters containing the probable dates of return of field personnel. Further, on receipt of a Field Reassignment Questionnaire, submitted eight months in advance of the expiration of overseas tours, these elements are also informed concerning the major duties of individuals in the Field, their preferences for next assignments, and the need for Headquarters training, if any. All of this information is necessary in planning the individual's next assignment. The success of such planning will depend to a large extent on the sincerity with which field personnel complete these questionnaires and the extent to which they receive thoughtful consideration and endorsement by operating officials in the Field and in Headquarters well before the individual's return.
- c. The Field Reassignment Questionnaire becomes a priority action paper in the Career Service elements where Career Management Officers and Placement Officers collaborate to determine an appropriate reassignment for the individual. This will often involve concurrent plans to reassign Headquarters personnel in order to make an appropriate position available. Then, the employee in the Field will be informed, through channels, concerning the next assignment which has been planned for him. If in some cases it is impossible to reach a final decision concerning a specific assignment before the individual's date of return, he will be notified of the assignments which are being tentatively considered for him.
- d. The development of individual career plans, which is now being initiated, will facilitate the advance determination of assignments by providing long-range guidance to supervisory and Career Service elements.
- e. In-casual rosters are maintained on a current basis, and serve to direct priority reassignment efforts toward the prompt resolution of cases involving unassigned returnees

who are still carried in Field positions. This is a very important function of Personnel and Career Management Officers at the present time. However, the need for this sort of activity is expected to decrease as pre-planning takes effect.

- f. We sincerely believe that these procedures will prove effective in resolving the returnee problem. However, we must recognize that many factors such as T/O changes, illness, and operational training requirements complicate the problem. The Management Staff is presently studying the T/O aspects of this problem with a view toward a separate slotting system for those cases in which special circumstances exist.

5. Consideration of employees for positions other than their present one is being done on a personal basis through interviews with the individual concerned and supervisory officials. A regulation is being coordinated which will bring to light specific desires on the part of employees for other assignments and will prescribe policy and procedure to be followed. The responsibilities of supervisory officials, Career Services and the Office of Personnel are clearly defined. The Office of Personnel, through this division, will take an active part in monitoring and effecting satisfactory solutions.

8. The Office of Personnel is continually on the alert to see that the best qualified individuals available are hired for and assigned to positions that are vacant. Within the scope of the authority of the Office of Personnel, these assignments are based upon merit and demonstrative performance without regard to race, religion or sex. For positions above Grade GS-5, operating officials have the authority to make the final selection of any individual for any given job. Thus, in the final analysis, Personnel Officers can only inquire into the reasons for the job requiring a man rather than a woman, evaluate these reasons, and where the requirement is not realistic, point this out to the operating official and endeavor to change his mind in the matter. Surveys conducted in the past on an informal basis by this office have revealed that on the whole, where there was not a realistic requirement for a male to occupy a position, the position was filled on the basis of merit and qualifications and availability of qualified personnel without regard to the sex of the individual.

10. It is believed that it is understood that people are the Agency's most valuable asset, and constant efforts will be made to further imbue employees of the Office of Personnel in this regard.

There are many avenues which allow for good employees to be encouraged and developed; i. e. through the Career Service Program, courses offered by the Office of Training, lecture series currently being conducted by the Office of Personnel, and the individual's initiative to take steps to enhance his career, both within and outside the Agency. The elimination of poor employees can be effected within the framework of Agency policy when they are identified to the Office of Personnel by operating officials through memoranda, Fitness Reports and other means. There is no question whatsoever but that employees should be handled as individuals rather than in any other terms. The Office of Personnel will continue to impress supervisors and operating officials of this fact.